

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
Tel: 01427 676676 Fax: 01427 675170

**AGENDA**

This meeting will be recorded and the video archive published on our website

**Challenge and Improve Committee**  
**Tuesday, 4th April, 2017 at 6.30 pm**  
**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

- Councillor Paul Howitt-Cowan (Chairman)
- Councillor Lewis Strange (Vice-Chairman)
- Councillor Trevor Young (Vice-Chairman)
- Councillor Hugo Marfleet
- Councillor Lesley Rollings
- Councillor Mrs Angela White
- Councillor Stuart Kinch
- Councillor Mrs Pat Mewis
- Councillor David Bond
- Councillor Christopher Darcel
- Councillor Adam Duguid
- Councillor Stuart Curtis

1. **Apologies for Absence**
2. **Minutes of the previous meeting.** (PAGES 1 - 10)  
Meeting of the Challenge and Improvement Committee held on 21 February 2017
3. **Members' Declarations of Interest**  
Members may make any declarations of interest at this point and may also make them at any point during the meeting.
4. **Matters Arising Schedule** (PAGES 11 - 12)  
Matters arising schedule setting out current position of previously agreed actions as at 27 March 2017.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

5. **Public Reports**

- a) Development Management Performance Update Report (PAGES 13 - 20)
- b) Enforcement Performance Update (PAGES 21 - 26)
- c) Youth Unemployment Conclusion Report (PAGES 27 - 38)
- d) C&I Annual Report Report to Follow

6. **General Work Items**

- a) Forward Plan (PAGES 39 - 46)
- b) Committee Workplan (PAGES 47 - 48)

M Gill  
Chief Executive  
The Guildhall  
Gainsborough

Monday, 27 March 2017

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Challenge and Improvement Committee held in the Council Chamber at the Guildhall, Gainsborough on Tuesday 21 February 2017 commencing at 6.30 pm.

**Present:** Councillor Paul Howitt-Cowan (Chairman)  
Councillor Lewis Strange (Vice-Chairman)  
Councillor Trevor Young

Councillor David Bond  
Councillor Stuart Curtis  
Councillor Chris Darcel  
Councillor Adam Duguid  
Councillor Stuart Kinch  
Councillor Pat Mewis  
Councillor Angela White

**In Attendance:**

Ian Knowles	Director of Resources
James O'Shaughnessy	Interim Strategic Lead – Transformation
Amanda Bouttell	Employment and Skills Officer
Katie Coughlan	Governance and Civic Officer

**Also In Attendance**

Mr Graham Metcalf – DWP  
Mr Richard Waring – Rand Park Farm  
Mr Joshua Waring - Rand Farm Park

**Apologies:** Councillor Lesley Rollings

**Membership:** It was noted that Councillor M Palmer had been appointed substitute for Councillor Hugo Marfleet but had subsequently advised that she was unable to attend.

### **69 CHAIRMAN'S WELCOME AND MINUTE'S SILENCE FOR FORMER MEMBER ALAN CAINE**

The Chairman welcomed all those present to the meeting, with a particularly warm welcome extended to guest speakers, representatives from the DWP and Rand Farm.

It was with much sadness, that the Chairman advised, that earlier that day, Members had been made aware of the passing of their former colleague and friend to many, Mr Alan Caine.

Mr Caine had served on the Council for 20 years and had been the District Chairman and Chairman of this Committee previously.

As a mark of respect for their colleague, the Committee joined the Chairman and Officers in a minute's silence.

## **70 MINUTES**

- (a) Meeting of the Challenge and Improvement Committee held on 20 December 2016 (CAI.44 16/17)

**RESOLVED** that the Minutes of the meeting of the Challenge and Improvement Committee held on 20 December 2016 be confirmed and signed as a correct record.

## **71 MEMBERS' DECLARATIONS OF INTEREST**

There were no declarations of interest made at this point in the meeting.

## **72 MATTERS ARISING SCHEDULE (CAI.45 16/17)**

The Committee gave consideration to the Matters Arising Schedule, setting out the current position of previously agreed actions, as at 13 February 2017.

**RESOLVED** that the Matters Arising Schedule as at 13 February 2017 be received and noted.

## **73 SCRUTINY OF PUBLIC BODY – DWP**

In connection with the Committee's ongoing theme of Youth Unemployment, the Committee had the opportunity to scrutinise the work of the DWP regarding the support they offered young people in finding employment and the links they had with other partners such as employers, schools and colleges. Mr Graham Metcalf was in attendance to answer the Committee's previously prepared questions, by way of presentation and a period of supplementary questioning.

The questions which had been posed were as follows: -

1. How widespread is the issue of youth unemployment across the District?
2. What are the main contributory factors that cause youth unemployment in our District and what steps does the DWP take to address these?
3. What support does the DWP provide to support young people to actively engage in education/training and how is the effectiveness of any support evaluated?
4. What links does the DWP have to local schools/colleges to promote further education and/or training and what steps are taken to target those at highest risk of failing to take up opportunities?
5. How effective are the links the DWP have with employers in identifying suitable candidates for employment/training/apprenticeship opportunities?
6. Does the DWP assess the 'sustainability of employment' for young people and what are the main causes of young people not securing long-term employment?

The Chairman welcomed Mr Graham Metcalf to the meeting and invited him to make his presentation to Members.

Mr Metcalf provided the Committee with a raft of statistical data and indicators to demonstrate the issue of youth employment in the town of Gainsborough when compared with its comparator group. Currently 23.8% of all claimants fell within the 18-24 age bracket.

Inexperience and a poor state of readiness were considered some of the main contributory factors that caused youth unemployment. In response to this the DWP offered employability training and provision. They had up to 30 local employers offering work experience placements in Retail, Hospitality, Logistics and Business Support. They participated in area reviews, consultations and were active members of the GLEP and Employment and Skills Board. DWP were also undertaking work in the local Academy, engaging young people offering impartial advice on traineeships and apprenticeships.

Regarding links to schools and colleges and work undertaken to promote further education and/or training, Mr Metcalf advised the college was one of their delivery partners. They offered C.V. Workshops, Presentation Skills and CSR opportunities. A school adviser had been recently appointed to pro-actively engage with young people around Mock Interviews. A partnership approach was

deployed in respect of the strategy for NEETS and this was driven through the Employment and Skills Board.

Ultimately if young people refused to engage, sanctions were applied to any monies they were entitled to.

Members asked a number of questions of Mr Metcalf, in response they were advised that job seekers were expected to commit up to 35 hours per week towards looking for a job. They were required to attend Job Club, they were appointed a mentor making the help offered on a more individual basis and custom fit.

Transport and an increase in agency use were a major hindrance. The DWP did not support agencies who exercised exclusivity clauses.

The Chairman thanked Mr Metcalf for his contribution to the Committee's work.

## **74 SCRUTINY OF PUBLIC BODY – LOCAL EMPLOYERS**

In connection with the Committee's ongoing theme of Youth Unemployment, the Committee had the opportunity to scrutinise the work of a selection of local employers from across the District regarding the employment of young people and barriers experienced. Unfortunately representatives from EminoX had had to withdraw at a very late stage, and apologies were offered to Members for this. However, Mr Richard Waring and Mr Joshua Waring of Rand Farm Park were in attendance to answer the Committee's previously prepared questions, by way of presentation and a period of supplementary questioning.

The questions which had been posed were as follows: -

1. How 'work-ready' do you feel the local youth employment market is? What issues exist and what liaison mechanisms exist for concerns to be raised with local schools/colleges/training providers?
2. What skills gaps exist and how do you think they could/should be addressed?
3. Do any barriers exist which prevent you from offering employment/training/apprenticeships for young people and what could be done to remove any such barriers?

4. What links do you have with schools, colleges, training providers and the DWP to promote employment opportunities or express issues you may have in respect of filling vacancies?
  
5. What role could the Council play in addressing the issues you face?

The Chairman welcomed Mr Joshua Waring to the meeting and invited him to make his presentation to Members. Mr Waring made the following statement to the Committee: -

Good evening: My name is Joshua Waring and I am here on behalf of Rand Farm Park.

“You've heard from education providers and have now decided to seek the opinion of local employers. We bridge that gap; not only do we employ 55 full and part time staff in various departments across our business, we also provide NVQ level training for up to 72 students per year in conjunction with Lincoln College. Our business is very much education based and attracts students from across West Lindsey and beyond. Further to this, we welcome around 3,000 residential pupils a year to stay on our farm to learn about food, farming and the environment.

During recent recruitment campaigns, we have struggled to fill our skilled positions namely in animal and farm management and our catering department. The applicants, despite having extensive experience often lack the qualifications to back up their practical ability. Perhaps the most concerning issue is the age of these applicants. There are many older candidates who have amassed relevant qualifications during a lengthy career but rarely a clutch of fresh-faced graduates who possess the required qualifications, relevant practical knowledge and the desire to start their career with us. We have even advertised directly in further education centres but still without success.

The obvious question is therefore: were we willing to remunerate applicants sufficiently? Although we never disclose salaries in our adverts, we frequently state that salary will not be a barrier to the right person and at present, we have employees who are earning up to £30,000 per year - a substantial sum considering the average annual salary in Lincoln is just over £18,000. In addition, we are currently exploring share option schemes and other remuneration packages to reward and retain our most valued employees. We consider ourselves a pleasant place to work and testament to this is the fact that of our 16 full time employees, 9 of them have been with us for over five years and some as long as 17. In addition, many of our full time employees came part

time during their school and university careers and have now come back to join us as full time members of the team.

It would appear then that the stumbling block is, as the committee has already determined, the lack of appropriate education in our region. To address initially our agricultural department: we currently employ seven full time equivalent people working with our animals but have struggled to recruit team members with the knowledge and skills to manage this department. Our last campaign saw us advertising for a farm manager; a position that was never properly filled. We do not have arable land but a very diverse range of animals that need specific and attentive care. The distinct lack of knowledge in our applicants was unsurprising as there no longer appears to be adequate provision of a practical large animal care course in the region. There is no local facility that focuses on training students how to care for "traditional farm animals" - the animals, whose commercial rearing brings significant income to the district.

Our catering department makes up for 23% of our overall turnover, feeding approximately 100,000 visitors through our two catering outlets every year. Finding a competent manager for this department has proven exceptionally difficult and again, the applicants were older than perhaps expected. The two that we have previously appointed have had catering experience or management experience but not both.

Another newer arm to our business is childcare. We have been running a holiday club in association with an out of area childcare provider for a couple of years and are building a strong reputation within the community, resulting in up to thirty children per day using our facilities during the school holidays. We are also underway with a new phase of development and have plans to open a nursery for up to ninety children of varying pre-school ages. Again, this area requires the recruitment of skilled individuals to look after the children in our care. This skills shortage is predicted to be a significant challenge when setting up as we know of other childcare businesses recruiting from abroad to fill their positions.

It would appear then that the skills gap is not a specific one but a general lack of vocational expertise. With central government's new scheme to keep students in education until they are eighteen, vocational courses have never been more important. Moreover, through our extensive work with residential groups who come and stay at Rand Farm Park, we have recognised the affinity that less academic students as well as students with additional needs often have with farm animals. From experience, I believe that the investment in the provision of practical agricultural training should be focused on with immediate effect



and the provision of catering and childcare education close behind.

Despite the new legislation keeping students in education, society's perception of vocational learning being second rate is increasingly prevalent. This stigma clearly needs addressing ahead of any investment in the delivery of training.

As more schools become academies, they are often shunning work experience: another program that we believe in wholeheartedly. We welcome students from all over the county for work experience all year round and the benefits to the students are unparalleled. Despite this, we know of several other local businesses who no longer offer work experience as the bureaucracy associated with the program is to them not worth the hassle. With work experience comes many life skills: students are not taught to an adequate level the fundamental skills required when applying for a job. We all too often see poor levels of literacy: CVs and Cover Letters written in "text language" with poor paragraph structure and littered with spelling mistakes: not to mention the substandard interview techniques of some of our applicants. This may not be an issue born of lack of education on offer but by the detachment that students feel between education and the real world. By educating people in a work environment, this dissociation will be refuted. As an organisation, we champion such schemes and Kay/Mum/one of our directors has been interviewing work experience age students at Banovallum School in Horncastle for several years: it is also a service we have offered our current college partner.

Having complained about the lack of education in our region - the reason I was invited here this evening - I would like to offer a solution to this problem that will presumably only worsen as time goes on.

As you have heard, we champion learning and have invested significant time, money and effort in the education and personal development of our region's young people for over twenty years. We have been offering college courses for four years now and as testament to our belief in the cause invested £120,000 in a new classroom for exclusive use by our students four days per week. As part of next growth project, this year, we have plans to erect a large, purpose built animal barn, which is being designed with education and safe animal contact as the two main considerations. This building will be the ideal location for students to interact with and learn about a wide range of small and large animals.

Rand Farm Park is a very diverse business and so, we have experienced skills gaps in multiple subject areas. The benefit of this diversity is the ability to provide varied training with our in

house facilities: we are well equipped to support the education of students in agriculture, catering, tourism and management, childcare and customer service and our strong brand within the district will continue to be an attractive hook for new candidates.

I am appealing therefore to your judgement not only to recognise this gap in skills but I am also offering to you the organisation that I represent. We have extensive facilities not only to educate students of varying ages from within the region but also to put West Lindsey on the map as being a provider of excellent standard teaching in a range of subjects.

Members asked a number of questions of Mr R and Mr J Waring during which they confirmed they currently linked in with Lincoln College as opposed to Riseholme. The academic focus of education was considered to be further impacting on the situation.

Members indicated some sort of compact agreement, may be of assistance as education, training and employment appeared to be disjointed.

The Chairman thanked Mr R and Mr J Waring for their invaluable contribution to the Committee's work and wished them and their business every success for the future.

Prior to concluding the item, the Director of Resources, outlined a conversation which had been had at briefing, regarding organising a concluding session with Young People, in a more café style forum. The Committee were open to this suggestion and it was indicated that the proposal would be further worked up, looking at a proposed venue, attendees and questions for consideration at the Committee's next meeting.

## **75      PROGRESS AND DELIVERY PERIOD 3 (CAI.46 16/17)**

Members gave consideration to the third of the newly styled Progress and Delivery reports for 2016/17.

The report dealt with the progress and delivery of projects which were aimed at the delivery of the Corporate Plan. This report highlighted those projects that had entered the delivery stage and were either off track or at risk of not delivering. The report also dealt with the progress and delivery of the services the council provided. It was an "exceptions" report and dealt with those services which were either performing above the required level or were below the target set for them. The report further provided Members with a summary of activity across services.

It was noted that the report had previously been considered by both the Prosperous Communities Committee and the Corporate Policy and Resources Committee and Members were provided with the minute arising from each.

The Committee were asked to examine the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee and assure themselves that the appropriate level of challenge was being made by those Committees to the information contained in the report.

No comments were made nor any concerns raised and on that basis it was

**RESOLVED** that having examined the responses given to the report by the Corporate Policy and Resources Committee and the Prosperous Communities Committee, the Committee have assurance that the appropriate level of challenge is being made by those committees to the information contained within the report.

## **76 FORWARD PLAN (CAI.47 16/17)**

The Director of Resources, as Lead Officer for the Committee, presented a report setting out the items of business due to be considered through the committee system and asked Members to identify any reports that they wished to be brought before the Challenge and Improvement Committee for pre-scrutiny.

No reports were identified.

However, comments were made regarding a recent press announcement to roll out additional services at a number of Lincolnshire hospitals. These did not include Gainsborough's John Coupland. Improved health services were vital if the town was to grow. It was suggested that these comments be fed through to the recently established Health Commission.

**RESOLVED** that:

- (a) the Forward Plan be noted; and
- (b) the Committee's comments detailed above, be brought to the attention of the Health Commission for their consideration.

## **77 WORK PLAN (CAI.48 16/17)**

The Work Plan for the business of the Challenge and Improvement Committee was presented.

**RESOLVED** that the Work Plan be noted.

## **78 CLOSING REMARKS**

The Committee placed on record their thanks to Mr Knowles who had been Lead Officer for the Committee over the last few years. Mr Sturgess would be taking on the role going forward.

The meeting concluded at 7.50 pm

Chairman

## Challenge and Improvement Cttee Matters Arising Schedule

# B

### Purpose:

To consider progress on the matters arising from previous Challenge and Improvement Committee meetings.

**Recommendation:** That members note progress on the matters arising and request corrective action if necessary.

### Matters arising Schedule

Active/Closed	Active				
Meeting	Challenge and Improve Committee				
Status	Title	Action Required	Comments	Due Date	Allocated To
Green					
	<b>forward plan / work plan</b>	extract from mins of mtg 23/5 Anglian Water Attendance: - A Member requested that Anglian Water be invited to attend a future meeting as part of the Public Body Scrutiny Element, in light of the continued issues arising from flooding and limited responses to large planning applications. The Director of Resources advised that the Committee had previously resolved to look into the matter of Youth Unemployment on a themed basis, inviting a raft of associated agencies throughout the year. It was suggested this matter be held in abeyance and should the work plan allow later in the year, the matter be re-visited. Members were again agreeable to this suggestion.	<b>keep on hold</b>	31/12/16	Katie Coughlan

	<b>cafe style meeting with young people</b>	<p>Extract from mins of mtg 21/2/17</p> <p>Prior to concluding the item, the Director of Resources, outlined a conversation which had been had at briefing, regarding organising a concluding session with Young People, in a more café style forum. The Committee were open to this suggestion and it was indicated that the proposal would be further worked up, looking at a proposed venue, attendees and questions for consideration at the Committee's next meeting.</p>	<b>This is referenced in the conclusion report (part of the agenda for april's meeting) provisional dates and venue identified. attendees and questions tbc</b>	27/03/17	James O'Shaughnessy
<b>Grand Total</b>					



**CAI.51 16/17**

**Committee:** Challenge and Improvement

**Date** 4 April 2017

# C

**Subject:** Development Management Team update covering performance improvements, staffing, income and duty planner arrangements.

Report by:

Chief Operating Officer

Contact Officer:

Oliver Fytche-Taylor  
01427 676 564  
oliver.fytche-taylor@west-lindsey.gov.uk

Purpose / Summary:

To provide members with an update on performance, staffing and fee income in the Development Management Team.

## **RECOMMENDATIONS:**

- 1) That members note the contents of this report and support the continued changes within the Development Management section to sustain an improved service delivery.
- 2) That following this report members agree that performance of the Development Management Service is to be reported in line with other services via Progress and Delivery Reports (as agreed by Members of Challenge and Improvement Committee at their meeting on 11 October 2016).

## IMPLICATIONS

**Legal:** none arising from this report.

**Financial :** Fee income from planning application fees has exceeded budget targets, as forecast throughout the year and reported to C&I Committee on 11 October 2016

**Staffing:** As outlined within this report additional staffing has been a core focus and a number of appointments have been made.

**Equality and Diversity including Human Rights :** n/a

**Risk Assessment :** n/a

**Climate Related Risks and Opportunities :** n/a

**Title and Location of any Background Papers used in the preparation of this report:**

DM Performance Update – October 2016 <https://www.west-lindsey.gov.uk/easysiteweb/getresource.axd?assetid=23086&type=0&servicetype=1>

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

**No**

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

**Yes**

**No**



## 1.0 Introduction

- 1.1 The last six months have been an exceptionally busy period for the Development Management Team and wider planning services within the Council. This report demonstrates that the significant improvements that were last reported to members of the Challenge and Improvement Committee in October 2016 have not only been sustained, but have been improved further. During this time a number of other important service improvements have been implemented to collectively provide a sound and reliable Development Management team that is at the heart of delivering the district's ambitious growth agenda.
- 1.2 Members will recall that in 2015 the Council identified that it was not meeting national targets in respect of determining non-major planning applications.
- 1.3 An improvement plan was implemented to address the weaknesses that had caused the poor performance, predominantly these included; a lack of capacity to deal with major applications, the loss of experienced staff and a leadership-void in the service.
- 1.4 Government funded sector support provided by the Planning Advisory Service led to the "Planning Improvement – Peer Challenge" in October 2015. The service positively responded to this additional support and embraced the improvement plan, and as a result have surpassed all targets for determining both non-major and major planning applications throughout 2016.
- 1.5 Maintaining a high performing planning service is an essential component of the Council being able to credibly champion and deliver on it's the commitment to housing and economic growth across the district. Members will be familiar with how the Council is employing a broad range of tools that the Government has provided to encourage accelerated growth, including:
- Local Development Orders (of which it has two);
  - Enterprise Zones (it has a Food Enterprise Zone);
  - Housing Zone (to help delivery housing in areas of market failure);
  - Support for Neighbourhood Planning (33 designated neighbourhood planning areas and 6 made neighbourhood plans promoting housing growth);
  - Levels of New Homes Bonus significantly above the national average
  - A Self-build pilot
- 1.6 In addition to the above measures, and in parallel to developing an improved Development Management service, the Council have made significant progress towards the adoption of the new Central Lincolnshire Local Plan (anticipated to be in place by the end of April 2017) that will deliver significant housing and employment growth throughout the period to 2036.
- 1.7 The Council has also recently completed the public examination stage of a Community Infrastructure Levy (held on 2 March 2017). This is an important component for delivering the infrastructure that will underpin future growth, and represents the final stages of nearly three years of work by a number of officers.
- 1.8 This report reflects on the above success, provides an update on fee income, explores the current position with regards to staff resources and the duty planner service and looks ahead to some of the important changes to come.

## 2.0 Performance in Development Management

2.1 As reported to Members in October 2016, performance for determining planning applications within the timescales set out by Government had substantially improved during 2016, compared to the period of underperformance in late 2014 and 2015.

2.2 The targets set by Government are for an average of 50% of Major planning applications, and 65% of non-major planning applications to be determined 'in time'. ('In time' refers to either the 8 weeks determination period for non-major applications, the 13 week determination period for major applications, or within an extended determination period agreed in writing by the applicant.)

2.3 The Government use a two-year rolling assessment period to calculate whether each Local Planning Authority's performance is meeting these targets. For the 2014-2016 period the Council identified in mid-2015 that it was at serious risk of missing the target in respect of non-major applications. As a result, the Council undertook a number of significant steps, including;

- Adopting an improvement plan, developed with the assistance of external challenge provided by the Planning Advisory Service
- Resourcing the improvement plan with permanent staff, additional management and leadership.
- Improving corporate oversight and governance of the service with regular reports to the Governance Leadership Team and the Council's Challenge and Improvement Committee (Overview and Scrutiny).

2.4 Members will recall that these issues were explored in greater detail in the report presented in October 2016. Having built on these further during the past 4 months, the Development Management service have continued to achieve a level of performance that significantly exceeded the national targets in every quarter of 2016, as set out below.

2.5 In terms of non-major planning applications, against a target of 65%, the Council achieved:

- **Qtr 1** of the calendar year 2016 **80%** of non-majors determined on time;
- **Qtr. 2** of the calendar year 2016 **93%** of non-majors determined on time;
- **Qtr. 3** of the calendar year 2016 **93%** of non-majors determined on time;
- **Qtr. 4** of the calendar year 2016 **92%** of non-majors determined on time.

The average determination time for non-major planning applications in WLDC for the 2016 calendar year was therefore **89.5%**, **against a national target of 65%**.

2.6 The Development Management Service has also continued to perform strongly in its determination of Major applications. Over the two year assessment period, the figure for applications determined in time is 68% (the Government target is 50%). This 2 year average figure reflects the slower performance in late 2014 and early 2015, and is not representative of how the team has worked during the past 12 months. For example, since April 2016, the section have determined **88%** of all major applications on time (and for the last four months of 2016 the section achieved 100% of major applications determined on time).

2.7 The performance issues previously identified have therefore been positively and proactively responded to and as a result of the changes embedded in the team, Development Management are now consistently exceeding all performance targets each month.

### 3.0 Staffing Update

3.1 Members will recall that the last report explained how the two key priorities in respect of staffing had been met, namely the appointment of a permanent manager for the team and then to address the resourcing needs going forward by implementing sustainable solutions.

3.2 As reported to members in October, a number of vacancies had already been filled during the summer and autumn of 2016, and since that time a number of further appointments have been successfully completed to conclude the recruitment process in the team.

3.3 It has been a priority for the new Planning Services Manager to maintain a suitable level of resources within the team, and with this in mind the reliance on interim agency staff that was present in March 2016 has now been entirely eliminated.

3.4 Recruitment in late 2016 has resulted in permanent appointments to the three remaining vacant positions of Assistant Team Manager, Senior Development Management Officer and Development Management Officer. By mid-February 2017 all of these post-holders had commenced their new roles.

3.5 Securing experienced permanent staff not only creates an ability to increase the quality of decisions, build continuity and enhance local understanding (certainly when compared to the use of agency staff from outside the local area), but it is also far more cost effective. All of the recruitment described above has been achieved within the scope of existing budgets and as a result the section has maintained an extremely healthy budget position – in fact overall service costs have been reduced.

3.6 Maintaining an appropriate level of resources remains a core focus for managing the team effectively and this will continue to be monitored and adjusted accordingly.

3.7 **Duty Planner Service** – The team continue to operate a duty planner service to provide general planning advice. This is delivered in a flexible way according to customer preference; normally advice is provided in the form of telephone advice, but can also be in the form of face to face meetings at the Guildhall by prior appointment, or written advice by letter or email.

3.8 Members will be aware that since 2011 the Council have operated a very successful pre-application advice service (see also fee income at para 5.5 of this report). That service remains the appropriate referral route for any potential applicants that want detailed planning advice or wish to discuss a particular scheme in any detail, and offers very good value to the customer in comparison to professional planning advice from a private consultant. The duty planner service is provided in addition to the pre-application service, for the purposes of providing high-level guidance to customers with more generic planning enquiries.

3.9 Typical general enquiries may include advice on how to make an application, or how to make a consultation response and, frequently, to report possible enforcement

matters (the latter are immediately referred to the separate enforcement section). The Duty Planner service is the appropriate mechanism for responding to general enquiries, whereas any questions relating to live planning applications are normally referred to the relevant case officer unless a member of the customer care team is able to provide an immediate answer (or another officer in their absence).

3.10 The duty planner service operates all day on every Monday, Wednesday and Friday, with a different planning officer providing dedicated support on each of these days. In reality it is often the case that officers or members of the planning customer care team will seek to provide responses outside of these set days if possible, however where that is not possible the team operate the same customer call-back service that is place for all services throughout the Council. Customers wishing to email enquiries to the team are encouraged to use the Planning Customer Care address, and these emails are now monitored throughout every working day.

3.11 In light of current resources and the substantial shift in the way that customers choose to contact the Development management service (with the majority of enquiries now arriving electronically via the website or by email) this service is considered to be working very effectively, but will be reviewed if service demands continue to change. As part of this continuous review, during the past six months the team have worked with the Customer First Strategic Lead, who identified that the number of people choosing to telephone the team is reducing over time, in favour of alternative electronic means. Evidence also shows that in direct response to previous concerns raised by Members, during the past year the team has demonstrated an improved track record of answering phone calls that is comparable to, or in some cases better than, any other part of the Council.

## **4.0 Looking ahead**

4.1 During the next few months there are a number of very significant events taking place that will directly affect both the Development Management team, the wider Council and are also of district-wide importance, including;

- a number of major appeal hearings and public inquiries
- adoption of the Central Lincolnshire Local Plan (note; upon adoption by the Central Lincolnshire Joint Strategic Planning Committee this will formally replace the existing West Lindsey Local Plan with immediate effect).
- introduction of the West Lindsey Community Infrastructure Levy (CIL)
- introduction of a new software system to enhance efficiency and extend the online service provision for customers
- an increasing number of all application types are expected once the new local plan is formally adopted
- further applications relating to the development of Gainsborough's Urban Extensions and Housing Zone sites

4.2 In addition to the above, and being considered under the appropriate governance arrangements according to each process, officers have worked with members to;

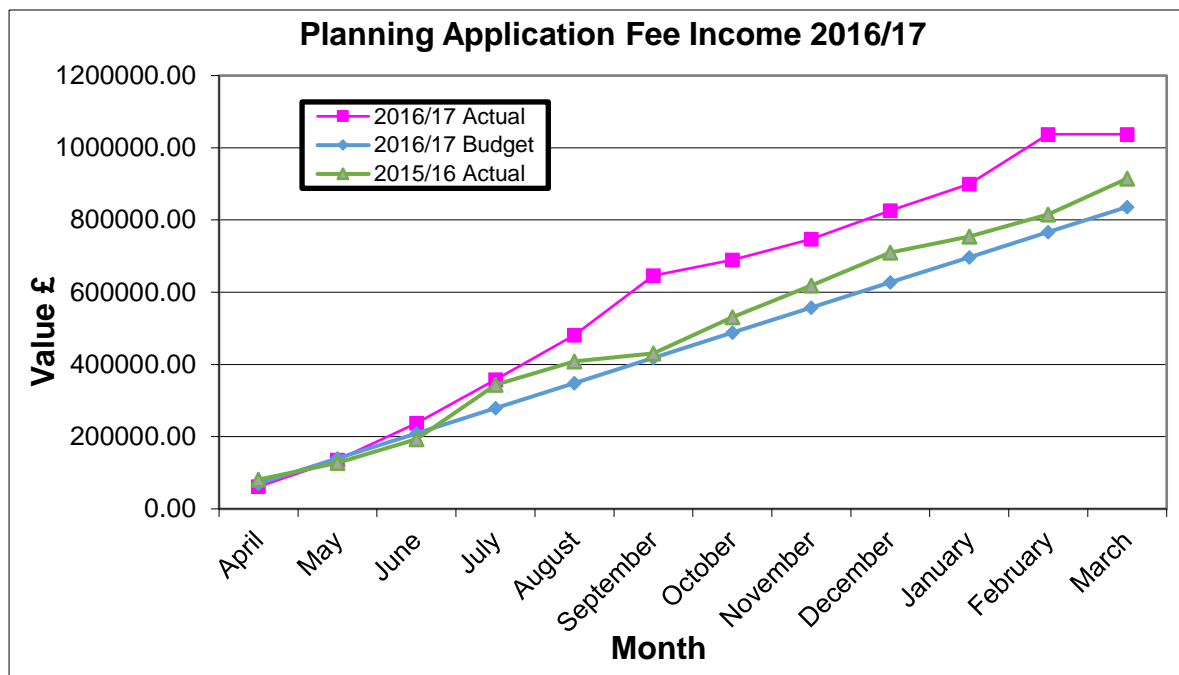
- 1) Agree the scope of an audit of Development Management that is due to take place in May/June 2017
- 2) Review and update the Constitution and Protocols that set out how the Development Management team operates and the way that decisions are made.

## 5.0 Planning Fees

5.1 As outlined in earlier reports to members, the increase in the quantum and form of applications received during the year has been positively reflected in fee income.

5.2 As shown in Table 1 income this year has been consistently higher than the same period last year and has exceeded the annual budget target (despite the significant investment in enhancing staff resources). At the end of February 2017 actual income from fees had exceeded £1.03m against a budget forecast target of £766,545

5.3 **Table 1 – Planning Application Fee Income 1<sup>st</sup> April 2016 to 28<sup>th</sup> February 2017**



Source: WLDC Finance Team February 2017

5.4 Whilst income cannot be directly controlled by the Council, the wider regeneration and spatial planning agendas are promoting the district for growth and this, coupled with the additional confidence of a newly adopted local plan, is likely to ensure that the current workload and additional income will continue well into the next financial year. In turn this will ensure that any additional resources required to keep up with these growing service demands are covered on a cost-neutral basis to the authority.

5.5 In addition to planning application fees, the pre-application service continues to be well received and well-used by customers. In the year to date, income from this service continues to exceed the budget profile by around 20%, with income for 2016/17 already exceeding £55k.

5.6 On 7 February 2017 The Department for Communities and Local Government (DCLG) published the White Paper "*Fixing our broken housing market*". The paper set out a broad range of reforms that government plans to introduce to help reform the housing market and increase the supply of new homes.

5.7 One of the proposals includes the opportunity for local planning authorities (LPA's) to increase planning application fees by 20%. Members will recall that at present fees are set centrally by Government (LPA's have no powers to adjust fees locally) and a number of nation-wide assessments have consistently found that the current

fees do not fully cover the costs of delivering a professional planning service. The White Paper proposes to address that situation by enabling LPA's to increase fees provided that additional sums raised are reinvested into the planning service. There is very limited time to register interest in this proposal with DCLG, and the matter will therefore be reported in more detail to Council at their meeting on 10 April 2017.

## **6.0 Summary**

6.1 The evidence set out in this report reflects that a stable and consistently well-performing Development Management service is now firmly established in the Council. The changes that have been embedded in the section ensure that customers benefit from a reliable and efficient service that is delivered in a way that is becoming better suited to their needs and expectations.

6.2 Achieving and sustaining this substantial improvement has been an essential component of restoring confidence in the planning service and this will be extremely important going forward as the Council seeks to support and deliver the ambitious growth targets set out in the new local plan. Month on month, the team have consistently performed significantly above the national targets set by Government.

6.3 Income from planning fees has been positively reinvested to the benefit of the planning team and by establishing a properly planned and permanent workforce the cost of delivering the service has improved, in addition to the other consequential benefits such as embedding a more resilient planning service, improving staff morale and providing much improved business continuity to customers.

6.4 Opportunities to development the team further and raise income have been presented by Government and these could be used to ensure that the section continues to strengthen and grow further.

6.5 Customer care is at the heart of the way that the team operates and the professional service provided is attracting positive feedback from developers and agents. Service delivery continues to be developed so that resources are focused on delivering a planning service that fits with its customer's needs, and this has meant shifting away from some of the traditional ways of working in the past. Customers expect more contact and functions to be available electronically. The team have positively responded to this and this area will be benefitted further from the investment in a new software system due to be launched later this year.

## **6.0 Recommendations:**

6.1 1) That members note the contents of this report and support the continued changes within the Development Management section to sustain an improved service delivery.

6.2 2) That following this report members agree that performance of the Development Management Service is to be reported in line with other services via Progress and Delivery Reports (as agreed by Members of Challenge and Improvement Committee at their meeting on 11 October 2016).



CAI.52 16/17

Committee: Challenge and Improvement

Date 4<sup>th</sup> April 2017

**D**

**Subject: Planning Enforcement Update**

Report by:

Chief Operating Officer

Contact Officer:

Andy Gray  
Housing and Communities Team Manager  
01427 675195  
[Andy.gray@west-lindsey.gov.uk](mailto:Andy.gray@west-lindsey.gov.uk)

Purpose / Summary:

To provide elected members with an update in regards to the performance of planning enforcement services

**RECOMMENDATION(S):**

- 1) Members are asked to note the contents of this report

**IMPLICATIONS**

**Legal:**

**Financial: FIN REF: - FIN/153/17**  
There are no financial implications within this report.

**Staffing:**  
The section on resources outlines the current challenges facing the work area in relation to resources. Temporary measures are in place until June 17.

**Equality and Diversity including Human Rights :**

**Risk Assessment :**

**Climate Related Risks and Opportunities:**

**Title and Location of any Background Papers used in the preparation of this report:**

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

**No**

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

**Yes**

**No**



## 1. Background

1.1. This report has been produced as a result of a request from elected members at a previous challenge and improvement committee and a subsequent briefing. The report outlines the current performance information relating to planning enforcement.

1.2. It is recognised that this area of work is high profile and high priority for elected members.

## 2. Performance

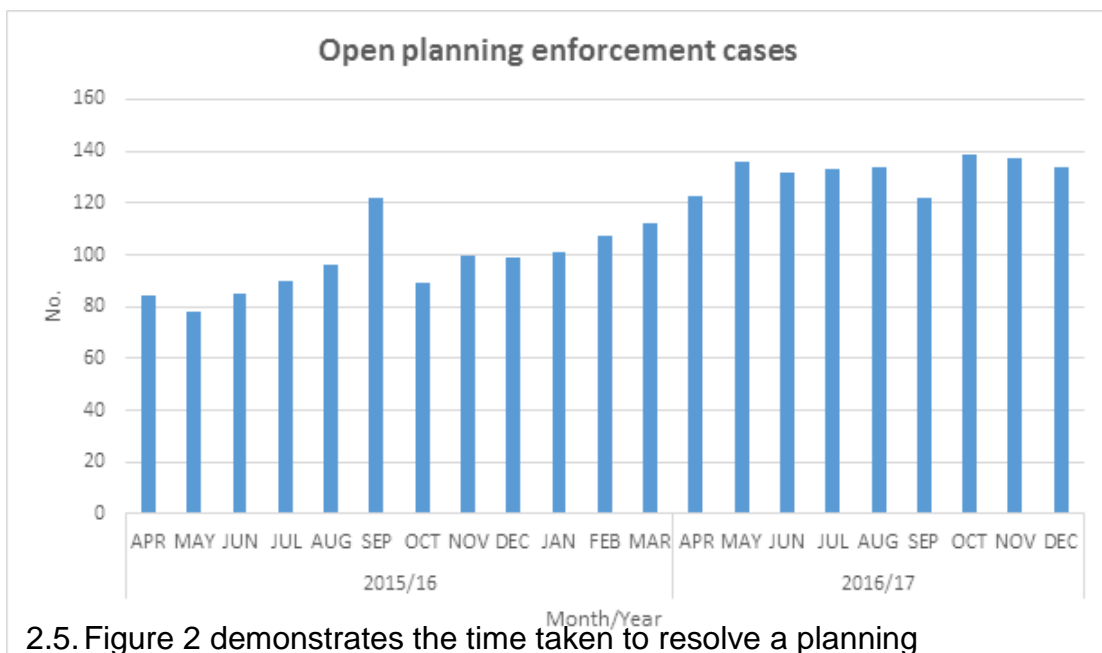
2.1. Information is provided to elected members within the progress and delivery report which outlines the month to month situation within the service area. This report provides an overview of the key measures.

2.2. Figure 1 shows the number of open planning enforcement cases. This is currently 154 and has increased from a caseload of 80 in April 15. The number of open cases has increased steadily as demonstrated by the graph.

2.3. There were 267 reports in 14/15, 248 in 15/16 and already 200 to February 17. Each report requires assessment and investigation depending on its priority.

2.4. 6 notices have been served in an attempt to rectify breaches in 16/17 and 4 were served in 15/16. This does not include planning contravention notices served.

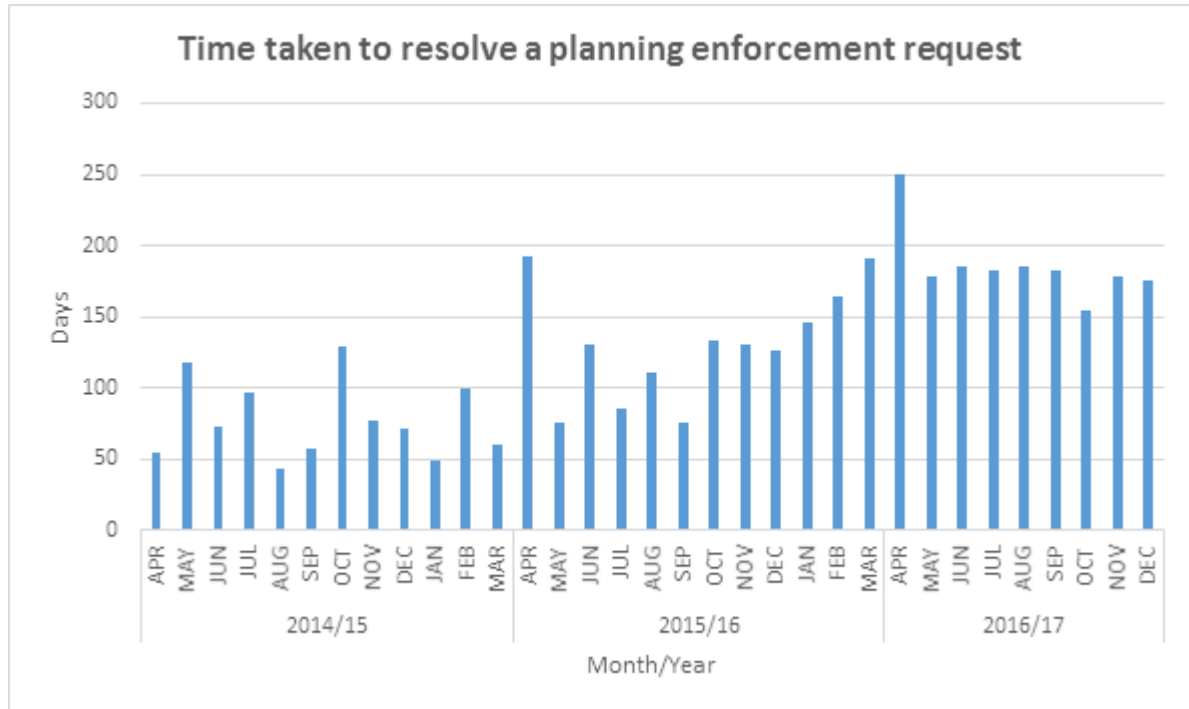
Figure 1.



2.5. Figure 2 demonstrates the time taken to resolve a planning enforcement request. This is the average number of days taken to

determine (close) a request in the year to date. In January 17 this figure was 147 days. In 15/16 the average number of days was 130 and in 14/15 it was 78.

Figure 2.



2.6. Table 1 shows the priority level of cases that have been reported to date in 16/17. The assessment on the case is made by the officer in line with the enforcement policy.

Month	Priority 1	Priority 2	Priority 3	Priority 4
Apr 2016	1	20	25	1
May 2016	1	21	28	2
Jun 2016	1	22	36	2
Jul 2016	1	24	41	2
Aug 2016	1	27	52	2
Sep 2016	2	31	55	3
Oct 2016	4	33	58	4
Nov 2016	4	35	61	5
Dec 2016	4	35	64	7
Jan 2017	7	36	72	9
Feb 2017	8	37	80	13

2.7. Table 2 shows the reasons for closure for cases that have been closed in 16/17 to date. There are 113 in total and in 56 of these no breach of

planning has been identified. This data has only been collected in detail during this financial year but will now be collected routinely.

<b>Month</b>	<b>No Breach Found</b>	<b>Not Expedient</b>	<b>Breach Rectified</b>	<b>Deemed Closed</b>	<b>Enforcement Notice Complied With</b>	<b>Lawful – Planning Permission Granted</b>
Apr-16	2	4	1	0	0	0
May-16	4	1	1	1	1	0
Jun-16	6	2	5	0	0	2
Jul-16	7	1	2	1	0	2
Aug-16	16	4	1	0	0	4
Sep-16	4	1	1	0	0	1
Oct-16	0	1	0	1	0	3
Nov-16	3	1	1	1	0	1
Dec-16	9	1	1	0	0	0
Jan-17	4	2	0	2	0	2
Feb-17	1	0	1	0	0	3
<b>Totals</b>	<b>56</b>	<b>18</b>	<b>14</b>	<b>6</b>	<b>1</b>	<b>18</b>

### 3. Resources

3.1. There are 1.5 FTEs allocated to planning enforcement. From October 15 to October 16 there was 1 FTE due to maternity leave. In October 16 the 0.5 FTE returned and in January left WLDC. Therefore there has been 1 FTE covering the entire work area during a period of around 18 months.

3.2. In February GCLT agreed an additional resource and one further FTE has been brought in temporarily until June 17 who is in post now. There is no administrative or direct customer service support for this work area.

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CAI.53 16.17
<b>Challenge &amp; Improvement Committee</b>
<b>Date: 4<sup>th</sup> April 2017</b>

**E**

**Subject: Youth Unemployment: Concluding Report**

Report by:	Director of Resources
Contact Officer:	Ian Knowles ian.knowles@west-lindsey.gov.uk 01427 676682
Purpose / Summary:	To present to Members a summary of the work undertaken by the Committee in respect of their enquiries into the issue of youth unemployment and to identify possible actions the Committee could recommend Prosperous Communities undertake to address the issues that have been raised.

**RECOMMENDATION(S):**

That Members

1. Provide feedback on the information provided;
2. Identify any additional actions that could be taken;
3. Determine a definitive set of high and medium priority actions to be **RECOMMENDED** to the Prosperous Communities Committee, for further consideration and implementation if supported.
4. Support the holding of the event for young people and for Members of the Committee to attend.

## IMPLICATIONS

Legal: None

Financial: None FIN 149/17

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

**Title and Location of any Background Papers used in the preparation of this report:**

Wherever possible please provide a hyperlink to the background paper/s

If a document is confidential and not for public viewing it should not be listed.

### Call in and Urgency:

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

### Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

## Background

1.1 At the Challenge and Improvement Committee meeting of 22<sup>nd</sup> February 2016, Members received a [briefing report](#) on the subject of youth unemployment.

1.2 This provided Members with:

- i. An overview of the issue
- ii. A definition of youth unemployment
- iii. Detail of the then current and historic rates of youth unemployment (both locally and nationally)
- iv. An analysis of potential contributory factors
- v. Case studies of interventions taken by other local authorities
- vi. Concluding remarks and potential solutions

1.3 Members took on board the content of the paper and determined to set work in motion to take a focused, structured look at the issue.

1.4 At the following meeting of the Committee on 5<sup>th</sup> April 2016, Members received a [further report](#) setting out a structured, chronological approach for consideration. This proposed that a series of bodies be invited to the Committee, starting with education through to careers advice (or equivalent), employers' bodies and finally the Department for Work & Pensions and/or supporting job scheme/training partner agencies.

1.5 The approach was intended to map the 'journey', interventions and approaches taken at differing stages by agencies to identify and remedy the issues that face the youth of the District in obtaining required qualifications, work skills and experience which support sustainable, rewarding employment.

1.6 Members supported the suggestions and work commenced. Hence, over recent committee meetings, Members have received presentations from a number of agencies involved in addressing and affected by the issue of youth unemployment.

1.7 The agencies that have attended are:

- i. Lincolnshire Careers Service
- ii. Queen Elizabeth High School
- iii. Gainsborough Academy
- iv. Lincoln College
- v. Community Learning in Partnership (CLIP)
- vi. Lincoln & Gainsborough Adult Training
- vii. Department for Work & Pensions
- viii. Rand Farm Park

And written submissions have been received from:

- i. Cherry Willingham School
- ii. North Lindsey College of Technology

- iii. John Leggott VI Form College
- iv. Bishop Burton College
- v. Eminox

1.8 Each attendee has set out their views on the causes of youth unemployment, the role they play in alleviating it, the issues they face and further actions or assistance that are required to provide additional support.

1.9 Additionally, each agency has welcomed the opportunity to attend and the interest shown by the Committee in the subject matter.

## 1. Introduction

2.1 This report provides Members with:

- i. Background on the role the West Lindsey Employment & Skills Partnership currently plays in this arena
- ii. Contextual information relating to youth unemployment
- iii. A summary of the issues raised by each of the attendees
- iv. A series of actions for Prosperous Communities to consider in order to attempt to address the issues identified and alleviate the current situation

## 2. Role of The West Lindsey Employment & Skills Partnership

2.1 The West Lindsey 2014-2034 Economic Growth Strategy, sets out the long-term vision for West Lindsey to become *“a resilient and diverse rural district which has embraced sustainable growth whilst retaining its quality, heritage and character for the benefit of all”*.

2.2 The West Lindsey Employment and Skills Action Plan provides the delivery focus for local partners in terms of the resources and activities required to collectively achieve the overall vision. It identifies a series of deliverable individual projects, and sets out subordinate activities, together with associated costs, resources, timescales, deliverables, and who is responsible for each, linking back to the objectives in the Economic Growth Strategy.

2.3 The overarching purpose of the Employment & Skills Partnership is to act as the **designated, time-limited, partnership body responsible for driving, overseeing and promoting all aspects of the delivery of the respective action plan, and achieving associated objectives.**

3.4 It is also intended that the very process of forging new relations and working closely together to make a difference and deliver beneficial local outcomes, will in itself lead to new learning, insight and joint initiatives, and provide a useful platform and legacy for future action in its own right, as well as being a good reason to get involved.



3.5 In West Lindsey, the partnership is currently made up of 12 organisations that operate within the district. These are outlined below:

- West Lindsey District Council
- LAGAT Training Services Ltd
- The Foyer Federation
- DWP
- ACIS Housing Association
- Hill Holt Wood
- The Princes Trust
- CLIP Community Learning
- Riverside Training
- Gainsborough College
- Voluntary Centre Services
- The Gainsborough Academy

3.6 In addition to the 12 core partners, the partners are provided with additional support from key stakeholders including local employers, the County Council and Greater Lincolnshire LEP.

3.7 The Partnership have worked together to deliver or contribute to a number of activities and projects across the West Lindsey area and these include:

- Careers event at the Gainsborough Academy that benefited all students and resulted in 100% of Year 11 students with a destination at aged 16 (no NEETS!)
- Disability Confident Event at Gainsborough Old Hall that attracted over 40 employers and provided information and advice about the support available to help them recruit and retain people with disabilities.
- Commissioned two evaluation surveys through the Princes Trust Talent Match programme to obtain feedback from 18-24 years olds that are furthest from the labour market. The first survey focussed on apprenticeships and revealed a number of challenges for young people particularly around low pay and travel costs. The second was specifically about travel and this highlighted the challenges of some young people to access employers in more rural locations.
- The Partnership will be supporting CLIP Community Learning to deliver CareerNet - an ESF funded programme worth £400,000 that is aimed at 18-24 year olds in Gainsborough and Market Rasen with inspiring events and motivational speakers about jobs and careers within the Greater Lincolnshire area.
- An Employment & Skills event will take place in June 2017 and will bring together the key local schools, employers and providers within Gainsborough to share information and advice on a range of different employment and skills support. In addition we will launch an initiative that will earmark Gainsborough as an Apprenticeship hub.
- Partners will continue to develop the mentoring scheme within The Gainsborough Academy that has successfully contributed to a positive NEET return and plans are in place to extend this into Gainsborough College.

### 3. Context

4.1 West Lindsey generally has an above average employment rate at almost 80% and individuals with higher level qualifications are also above the regional average. However these figures mask a recurring issue within our key market towns.

4.2 Youth unemployment affects young people aged between 18 and 24. The data supplied below shows that during the period April 2016 to January 2017, the rate of youth unemployment has fallen in the District by 1% point to 4.1%. This compares favourably with a 0.2% point fall in rates for England and the East Midlands. However the rate of unemployment remains significantly above the figures for both England and the East Midlands, where rates of 2.5% and 2.2% prevail.

<b>Unemployment Rates (18-24)</b>			
<b>Region</b>	<b>Apr 2016</b>	<b>Jan 2017</b>	<b>% Change</b>
England	2.7%	2.5%	-0.2%
East Midlands	2.4%	2.2%	-0.2%
West Lindsey	5.1%	4.1%	-1.0%

4.3 The West Lindsey related data has been broken down to show absolute numbers by Ward. This shows that as at January 2017, across the District, there were 65 fewer unemployed young people than in April 2016. This represents a decrease of 20%.

4.4 However, of the overall total, 150 (57%) reside in the three Gainsborough Wards, emphasising the particular issues Gainsborough faces.

<b>18-24 Claimant Count</b>	<b>Apr-16</b>	<b>Jan-17</b>	<b>Change</b>
Bardney	10	5	-5
Caistor and Yarborough	10	10	0
Cherry Willingham	10	15	+5
Dunholme and Welton	15	5	-10
Gainsborough East	75	45	-30
Gainsborough North	55	55	0
Gainsborough South-West	65	50	-15
Hemswell	10	5	-5
Kelsey Wold	5	5	0
Lea	0	5	+5
Market Rasen	20	20	0
Nettleham	0	5	+5
Saxilby	5	10	+5
Scampton	5	5	0
Scotter and Blyton	15	5	-10
Stow	5	5	0

Sudbrooke	5	5	0
Torksey	5	10	+5
Waddingham and Spital	5	5	0
Wold View	10	5	-5
Total	<b>330</b>	<b>265</b>	<b>-65</b>

4.5 A note of caution has to be applied to the data supplied as it only relates to official statistics i.e. those recorded as unemployed. Hence there may be an element of under-recording due to the unidentified numbers of young people termed NEETS (young people not in education, employment or training) and are not captured in official statistics.

#### 4. Issues Raised by Presenting Bodies

5.1 Members heard a number of common threads from the attendees, which exacerbate the issue and hinder agencies in their attempts to provide support and remedies for the individuals affected. These included:

5.2 **Careers Service** – this presentation was offered against the backdrop of the cessation of the Lincolnshire County Council Careers guidance service from September 2016. Issues raised included the uncertainty over future provision and the general lack of quality and appealing apprenticeship/training places across the County. Due to reduced public funding there has been a reduction in the number of programmes on offer. A general lack of aspiration on the part of some young people was also regarded as a contributory factor. Inadequate data tracking and information sharing, so as to reduce the incidence of NEETS who ‘disappear’ from official records, results in an under-recording of the numbers affected.

5.3 **Schools** – Capacity and funding issues to effectively support careers advice were a common thread. There is a general lack of awareness within schools of the external provision and support that is available; along with the means to access and implement it. The focus on academic as opposed to vocational attainment, results in significant numbers of young people not being adequately prepared for the world of work. The absence of suitable employment and effective linkages to the employment market and employers in the local area was raised as problematic, along with lack of family support and role models. Travel costs for young people and the limited subsidies available were believed to have an adverse impact on peoples’ choices.

5.4 **Colleges/Training Providers** – Many of the issues raised by the schools were repeated. Additionally a fragmented approach was reported by the colleges/training providers who recognise the need for a brokerage service to match young people with suitable providers. The quality of careers advice provided by schools was questioned and the level of engagement and relationships with local employers were considered poor. Issues in tracking the onward journeys of young people and data sharing implications were also referred to.

5.5 **Employers** - A mismatch was reported between the skills available locally and those that employers require. Work experience was deemed to be

of poor quality and not extensive enough. Young people lack a clear idea of their preferred form of employment or career and seem to lack even a rudimentary understanding of the content of real jobs. In recent years apprenticeships have proved to be less successful than previously was the case.

5.6 **DWP** – Welfare reform changes with reviews of entitlement conditions and the continuing roll-out of Universal Credit (with full implementation due across West Lindsey by May 2018), form the backdrop against which the DWP support young unemployed people. A poor state of work readiness was reported as a significant issue, as was the problem of identifying ‘hidden’ NEETS who fall through gaps in provision, or are not adequately tracked.

## 5. Summary of Issues

6.1 The table below provides a read across of all issues raised and the bod(ies) that raised them. This illustrates the cross-cutting nature of many of the issues.

	Careers	Schools	Colleges/Training Providers	Employers	DWP
Lack of funding, capacity and awareness on the part of schools to deliver effective careers advice	√	√	√	√	√
Fragmentation	√	√	√		
Travel Costs for young people	√	√	√		
Data Sharing/Tracking of NEETS	√	√	√		√
Work readiness				√	√
Linkages and engagement with Business	√	√	√	√	√
Lack of role models, aspiration and support	√	√	√	√	√
Mismatch between skills required and skills available				√	
Focus on academic attainment	√	√	√	√	
Suitable employment	√	√	√		√

Poor quality of work experience, apprentice and training opportunities		√	√		
Reduced number of programmes on offer	√	√	√		

6.2 The key messages that are conveyed by the work undertaken with the various bodies that have made representations is that the problem of youth unemployment is multi-faceted and plays out on both a macro and micro scale. A number of cross-cutting issues have been raised and the Council must determine which it can most readily influence and identify those which require the Council to play alternative roles.

6.3 The recent changes in the provision of Career's Advice are a major concern due to potential issues surrounding the capacity and ability for schools to effectively deliver such advice to young people in a consistent manner across the District.

6.4 Within the education sector, the keen focus on academic attainment as opposed to vocational attainment is also regarded as a major issue. This results in a significant number of young people not experiencing the world of work while in education and therefore they are not work ready when they formally enter the employment market.

6.5 Effective linkages between all agencies and business are essential to support young people in determining their career aspirations and to ensure the skills available match those required by the labour market and the employment available becomes more suitable. A more holistic approach should provide some remedy to the issue surrounding the poor quality of work experience, apprentice and training opportunities. Use of meaningful data is also key to this and the Council can support via facilitating the production and sharing of appropriate market analyses.

6.6 Poor role modelling and the raising of aspirations on the part of young people are substantial issues and were raised by all bodies.

6.7 Additionally, data sharing to track the onward destinations of young people, is also problematic. This leads to young people 'falling of the radar' and contributes to the unquantified number of NEETS.

## 6. Actions the Council Could Take

7.1 Taking the issues raised, officers have considered potential action the Council could take to improve matters. These have been set out for consideration in the table below and an assessment of the urgency of required action has been made against each issue.

Issue	Action	Priority
Fragmentation	Facilitate, or undertake the role	High

		of a brokerage/hub approach to bringing schools, colleges and employers together	
Data Sharing/Tracking of NEETS		Provide expertise in this area e.g. advice on data sharing agreements	Medium
Mismatch between skills required and skills available	Suitable employment	Ensure we are communicating up to date local labour market information/skills analyses that is qualitative and helps Members become community careers champions for local employers, large and small.	High
		Perhaps a couple of Member representatives on the West Lindsey Skills Partnership – more specifically non Gainsborough?	High
		Use procurement procedures to tackle youth unemployment by placing employment and skills obligations on contractors	High
Poor quality of work experience, apprentice and training opportunities		Pledge to make best use of apprentices	High
		Encourage employers to participate/sign up to youth friendly schemes	Medium
		Provide inspirational work experience and on-going commitment	High
Focus on academic attainment		Lobby government for a more proportionate emphasis be placed on vocational attainment	High
Work Readiness	Lack of role models, aspiration and support	Pro-active engagement with the new sponsor of Gainsborough Academy; Wickersley Academy Trust.	High
		Hold careers fairs and fund transport to ensure schools can attend	Medium
		More mentors – to work within the schools and Colleges that impact the district. (Cllr Sheila Bibb currently the only member that is mentoring.)	Medium
		Democracy Working Group progress implementation of Youth Council	Medium

Linkages/engagement with Business	Support with the promotion of Employment & Skills activities to rural areas where there may be hidden NEETS (those not claiming JSA or other types of income support)	High
	Support the town of Gainsborough to become a focal point for apprenticeships specifically in key sectors such as manufacturing, engineering, construction and the visitor economy.	High
Funding	Support a proposal for an operational budget that will provide assurance that we can deliver the activities outlined in the Employment & Skills Partnership action plan	High
Reduced number of programmes on offer	Council partake in and offer meaningful apprenticeship and training programmes	High
Lack of funding, capacity and awareness on the part of schools to deliver effective careers advice	Provide a source of expertise and liaison in this area	High
Travel costs for young people	Support rural transport initiatives.	Medium

7.2 Clearly any action the Council were to take to address the issue of youth unemployment would carry a number of considerations such as resourcing, capability, potential policy changes, and the creation of new partnership arrangements. These would have to be addressed in due course once Members determine which particular issues they wish to address. To assist in this, an opinion on the urgency of action has been provided for Members to consider as part of their further deliberations.

## **7. Experiences of Young People**

7.1 It is considered worthwhile, that an opportunity be provided to hear the experiences of young people via the holding of an informal event, attended by a mixture of young people that are currently in education (school/college), training/apprenticeships, or experiencing unemployment. Facilitation of the event will be provided by officers and Members of the Committee. Trinity Arts Centre has been identified as a possible venue. Dates and times have yet to be determined.

7.2 To provide a degree of structure, a series of questions will be devised for the attendees to consider. These will be designed to draw out their experiences, issues they face and opinions on the assistance provided for

them, in their efforts to identify career paths and secure rewarding, sustainable employment.

7.3 The bodies that presented for the Committee will be contacted to see if they could identify and provide attendees.

## **8. Recommendation**

8.1 Members are asked to review the summary of issues, potential remedial actions and associated priority ratings and:

1. Provide feedback on the information provided;
2. Identify any additional actions that could be taken;
3. Determine a definitive set of high and medium priority actions to be **RECOMMENDED** to the Prosperous Communities Committee, for further consideration and implementation if supported.
4. Support the holding of the event for young people and for Members of the Committee to attend.



## Forward Plan for all Committees



### Purpose:

This report provides a summary of reports that are on the Forward Plan over the next 12 months that the Challenge & Improvement Committee may wish to consider.

### Recommendation:

1. That members consider the schedule of reports and determine whether or not they should be brought to Challenge & Improvement prior to committee consideration.

#### All Committees

Active/Closed	Active								
Title	Lead Officer	Purpose of the report	C&I	Council	G&A	P&R	L&R	JSCC	PC
	Emma Redwood	To give a brief update on absence levels to date	-	-	-	-	-	30/03/2017	-
	Kim Leith	Summary of Performance of the Health and Safety Service throughout the Authority	-	-	-	27/07/2017	-	01/06/2017	-
	Ian Knowles	To present the ICT Strategy for approval	-	-	-	15/06/2017	-	-	-
	Alan Robinson	To present an update on the Member development programme	-	-	20/06/2017	-	-	-	-
	James O'Shaughnessy	To present the 6 monthly Strategic Risks Update	-	-	07/11/2017	-	-	-	-
		To present the 6 monthly update	-	-	17/04/2018	-	-	-	-
	Tracey Bircumshaw	To present the Annual Audit Letter	-	-	07/11/2017	-	-	-	-
	Tracey Bircumshaw	To present the Annual Audit Report	-	-	20/06/2017	-	-	-	-
	Alan Robinson	To inform the work of the Remuneration Panel prior to them making recommendations to Full Council	-	-	07/11/2017	-	-	-	-
	Carol Bond	To present the Annual Fraud Report	-	-	25/07/2017	-	-	-	-
	Tracey Bircumshaw	To present the Certification of Grants and Claims report	-	-	16/01/2018	-	-	-	-
	Tracey Bircumshaw	To present budget monitoring and Treasury Management information as at the end of period 4 and the outturn position	-	-	-	15/06/2017	-	-	-
	Mark Sturgess	To present Progress and Delivery (Projects and Services) monitoring information to the	23/05/2017	-	-	15/06/2017	-	-	02/05/2017

end of Period 4

<b>Quickline Monitoring Q4</b>	<b>Tracey Bircumshaw</b>	Exempt monitoring report to assess progress against the agreed loan as the end of period 4	-	-	<b>18/04/2017</b>	-	-	-	-
		Exempt monitoring report to assess progress against the agreed loan	-	-	<b>17/04/2018</b>	-	-	-	-
<b>Constitution Annual Review</b>	<b>Alan Robinson</b>	To present the Annual Review of the Constitution	-	-	<b>17/04/2018</b>	-	-	-	-
				08/05/2017	<b>18/04/2017</b>	-	-	-	-
<b>Presentation by Simon Outen</b>	<b>Katie Coughlan</b>	to receive a 6month verbal update on Crime across the District	<b>23/05/2017</b>	-	-	-	-	-	-
<b>C and I Annual Report 16/17</b>	<b>Katie Coughlan</b>	to present the 16/17 Annual Report	<b>04/04/2017</b>	-	-	-	-	-	-
<b>Strategic Risks - 6 month update</b>	<b>James O'Shaughnessy</b>	to present the 6 monthly update	-	-	<b>18/04/2017</b>	-	-	-	-
<b>6 month selective licensing progress update report</b>	<b>Andy Gray</b>	to update cttee on how the first six months of the scheme is progressing	-	-	-	-	-	-	21/03/2017
<b>Commercial Property Portfolio</b>	<b>Ian Knowles</b>	To seek approval for the acquisition of a commercial property portfolio in line with the capital programme and Medium Term Financial Plan.	-	-	-	15/06/2017	-	-	-
<b>Gainsborough Marina</b>	<b>Elaine Poon</b>	The Lincolnshire County Council has agreed to match fund WLDC (£25k each, £50k total) to carry out a feasibility study on the possibility of building a marina in Gainsborough.  Preliminary feasibility reveals that in engineering terms, a lockgate option appears to be the preferred option, a very preliminary estimate the build cost of the marina to be between £3 to 4.5 million (excluding services and any associated buildings).  Preliminary discussion has been held with the Environment Agency regarding engineering options to ensure the flood risk to Gainsborough will not be increased.	-	-	-	13/04/2017	-	-	21/03/2017
<b>Member Champions</b>	<b>Alan Robinson</b>	To formalise the role of Member Champions for the Constitution.	-	-	<b>17/01/2017</b>	-	-	-	-
<b>Introduce a Fixed Term Contract Procedure</b>	<b>Emma Redwood</b>	To introduce a fixed term contract procedure for the council	-	-	-	13/04/2017	-	30/03/2017	-
<b>Review the Bullying &amp; Harassment policy</b>	<b>Emma Redwood</b>	to review the Bullying & Harassment policy	-	-	-	13/04/2017	-	19/01/2017	-
<b>Saxilby Neighbourhood Plan</b>	<b>Luke Brown</b>	To receive the plan and pass for referendum	-	08/05/2017	-	-	-	-	28/02/2017

Market Rasen Car Parking	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen	-	-	-	21/09/2017	-	-	12/09/2017
Food Enterprize Zone	Eve Fawcett-Moralee	funding requirements for the FEZ (eve please extend)	-	-	-	-	-	-	02/05/2017
Rural Transport Proposals	Grant White	to present proposals relating to rural transport (grant please extend )	-	-	-	-	-	-	21/03/2017
Housing Strategy	Diane Krochmal	to present the new Housing Strategy for approval	-	-	-	15/06/2017	-	-	06/06/2017
Disabled Facilities Grant - Future Provision	Andy Gray	To update GCLT and present to members the proposals in regards to DFGs and the Better Care Fund for	-	-	-	-	-	-	02/05/2017
Leisure Contract Update	Karen Whitfield	to provide Members with a progress update regarding the procurement of a a new leisure contract and assurance that the project is running in line with agreed parameters and timescales	-	-	-	-	-	-	02/05/2017
Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity	-	-	-	-	-	-	02/05/2017
Leisure Contract Procurement	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor	-	-	-	11/01/2018	-	-	-
Brattleby Neighbourhood Plan	Luke Brown	To approve the Neighbourhood Plan for referendum	-	03/07/2017	-	-	-	-	02/05/2017
Brattleby Neighbourhood Plan	Luke Brown	To approve the Neighbourhood Plan to move to referendum.	-	04/09/2017	-	-	-	-	06/06/2017
DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months	23/05/2017	-	-	-	-	-	-
annual fraud report	Carol Bond	to present the annual report focussing on the commercial side of the service, income generated etc	-	-	-	27/07/2017	-	-	-
development management performance update	Oliver Fytche-Taylor	update report requested by C and I Committee , to include performance, staffing, income, local plan.  • Agreed at c and i Chairs in feb brief to widen the remit of the development management performance report due in April to include no. of enforcement cases open, how long open, high medium or low priority etc and duty planner arrangements .	04/04/2017	-	-	-	-	-	-
south west ward update report	Mark Sturgess	update report requested by c and I cttee at their meeting on 11/10/16.	04/04/2017	-	-	-	-	-	-
Development Partner (Gainsborough)	Eve Fawcett-Moralee	Committee approval for list of potential bidders	-	-	-	28/02/2017	-	-	28/02/2017

AGS 15/16 Monitoring Report (Q3)	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	18/04/2017	-	-	-	-
		To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16	-	-	17/04/2018	-	-	-	-
health commision group - position update report	Mark Sturgess	to provide an interim position update report on the work of the group established in November 2016	23/05/2017	-	-	-	-	-	-
Empty Property Compulsory Purchase Order - Caistor	Andy Gray	To present information in relation an empty property CPO in Caistor	-	-	-	-	-	-	02/05/2017
Review Disciplinary Rules Procedure	Emma Redwood	To review and update the Disciplinary Rules Procedure for the council	-	-	-	-	-	30/03/2017	-
trading company presentation	Manjeet Gill	to provide a presentation to full council on the benefits and opportunities of Council's creating trading companies	-	03/07/2017	-	-	-	-	-
Review of Flexi-Time Policy	Emma Redwood	To review the council's Flexi-Time policy and update accordingly	-	-	-	27/07/2017	-	01/06/2017	-
Review the Relocation Policy	Emma Redwood	To review the Council's Relocation Policy	-	-	-	21/09/2017	-	01/06/2017	-
Bomb Threat and Suspicious Package procedure	Kim Leith	To provide information on the reviewed procedure	-	-	-	-	-	30/03/2017	-
health commission - interim position report	Mark Sturgess	the report will be provide an iterim position update on the work of the Health Commission est. Nov 2016	23/05/2017	-	-	-	-	-	-
Mayflower National HLF Bid	Karen Whitfield	To consider the National HLF bid for Mayflower and determine level of financial contribution from WLDC	-	-	-	12/04/2018	-	-	21/03/2017
Development Loan	Ian Knowles	To approve a commercial loan for the development of land in support of the Local Plan. Market loan to enable works for the housing delivery	-	-	-	13/04/2017	-	-	-
Commercial Delivery Plan- 12 month progress update	Manjeet Gill	To review progress against the annual commercial delivery plan.	-	-	-	13/04/2017	-	-	-
Update members on the adoption of the local plan	Oliver Fytche-Taylor	To confirm to members that the Central Lincolnshire Local Plan has been formally adopted by the Central Lincolnshire Joint Strategic Planning Committee and that it has replaced the West Lindsey Local Plan. <b>**date subject to change**</b> Following the adoption of the Central Lincolnshire Local Plan on [possible date at end of April] the report is to notify members that the plan has come into effect and what this means for decision making.	-	08/05/2017	-	-	-	-	-
AGS 15/16 Monitoring Report (Q4) & 16/17 final	James O'Shaughnessy	To provide Members with an update on the progress made against actions relating to the significant issues identified within the AGS 2015/16.	-	-	25/07/2017	-	-	-	-

and to present the finalised AGS for 16/17

scotter NP	Luke Brown	TO approve the plan for referendum	-	04/09/2017	-	-	-	-	06/06/2017
fiskerton NP	Luke Brown	to approve the plan for referendum at pc and for adoption at council	-	04/09/2017	-	-	-	-	06/06/2017
Lea NP	Luke Brown	TO approve the plan for referendum and adoption at council	-	04/09/2017	-	-	-	-	06/06/2017
Commercial Investment Portfolio	Ian Knowles	To present potential opportunities for property investment	-	-	-	13/04/2017	-	-	-
Review of Information Governance Policies (Part 2)	Steve Anderson	To present reviewed Information Governance Policies for committee approval.	-	-	-	13/04/2017	-	-	-
	Steve Anderson	To obtain Committee approval for the implementation of a new PCI-DSS Security Policy (Payment Card Industry - Data Security Standard).	-	-	-	13/04/2017	-	30/03/2017	-
youth unemployment - conclusion report	James O'Shaughnessy	to summarise all of the information gained through the series of presentations and guest speakers and formulate potential recommendations for pc cttee	04/04/2017	-	-	-	-	-	-
operating methodology	Mark Sturgess	to agree the methodology	23/05/2017	-	-	-	-	-	-
S.106 Update; Process & Monitoring	Rachael Hughes	A report on the current position of s.106 agreements and proposed future improvements to the process to enable greater transparency and improved monitoring	-	-	-	-	-	-	06/06/2017
First Aid Procedure	Kim Leith	To provide procedures in case of emergency and responsibilities	-	-	-	-	-	01/06/2017	-
Review of the Effectiveness of Internal Audit	Tracey Bircumshaw	Report from the Statutory Officers relating to Review of the Effectiveness of Internal Audit	-	-	20/06/2017	-	-	-	-
Draft Member Development Plan	Alan Robinson	To present Draft Member Development Plan	-	-	20/06/2017	-	-	-	-
Draft AGS 16/17	James O'Shaughnessy	To present the Draft AGS 16/17	-	-	20/06/2017	-	-	-	-
Internal Audit Plan - Monitoring report - Period 1	Tracey Bircumshaw	To present the Internal Audit Plan Monitoring report for Period 1 (internal audit)	-	-	25/07/2017	-	-	-	-
Annual Feedback Report 2016-2017	Lyn Marlow	To present the Annual Feedback Report 2016-2017 - Complaints, Comments and Compliments	-	-	25/07/2017	-	-	-	-
Annual Whistleblowing Report	Alan Robinson	To present the Annual Whistleblowing Report	-	-	25/07/2017	-	-	-	-
Quickline Business Plan/Payments	Ian Knowles	To present the Quickline Business Plan/Payments - Monitoring Report	-	-	25/07/2017	-	-	-	-
		To present the Quickline Business Plan/Payments - Monitoring Report for	-	-	07/11/2017	-	-	-	-

		Period 2							
		To present the Quickline Business Plan/Payments - Monitoring Report for Period 3	-	-	16/01/2018	-	-	-	-
ISA 260 Report	Tracey Bircumshaw	To present the ISA 260 Report	-	-	25/07/2017	-	-	-	-
Audited Statement of Accounts 16/17	Tracey Bircumshaw	To present the Audited Statement of Accounts 16/17	-	-	25/07/2017	-	-	-	-
Internal Audit Plan - Period 2 Monitoring Report	Tracey Bircumshaw	To present the Internal Audit plan for Period 2 Monitoring Report	-	-	07/11/2017	-	-	-	-
AGS Monitoring Report - Period 1	James O'Shaughnessy	To present the AGS Monitoring Report for Period 1	-	-	07/11/2017	-	-	-	-
Internal Audit Monitoring Report - Period 3	James O'Shaughnessy	To present the Internal Audit Monitoring Report for Period 3	-	-	16/01/2018	-	-	-	-
Draft Annual Treasury Management Strategy	Tracey Bircumshaw	To present the Draft Annual Treasury Management Strategy Report	-	-	16/01/2018	-	-	-	-
Accounting Matters 2017/18 Closedown	Tracey Bircumshaw	To present the Accounting Matters 2017/18 Closedown Report	-	-	16/01/2018	-	-	-	-
AGS Monitoring Report - Period 2	James O'Shaughnessy	To present the AGS Monitoring Report for Period 2	-	-	16/01/2018	-	-	-	-
Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.	-	-	-	-	-	-	02/05/2017
Gainsborough Growth Fund Review	Marina Di Salvatore	to present a Review and Re-launch paper with a dedicated Town Centre Scheme	-	-	-	-	-	-	18/07/2017
Managed Workspace: Revised Proposal	Joanna Walker	Seeks member support for a revised proposal for managed workspace on an alternative site in Saxilby. This is due to difficult ground conditions inflating construction costs and therefore the offer to the Council on the original site (agreed in October 2016).	-	-	-	15/06/2017	-	-	-
Asset Disposal	Wendy Osgodby	To provide a business case for the disposal of two leases	-	-	-	13/04/2017	-	-	-
REVIEW OF CAR PARKING STRATEGY	Eve Fawcett-Moralee	to review the car parking strategy in accordance with brief provided by Chief Operating Officer .	-	-	-	15/06/2017	-	-	21/03/2017
Internal Audit Q4 Monitoring	Tracey Bircumshaw	to present the final quarter monitoring report	-	-	18/04/2017	-	-	-	-
Combined Assurance Report 2017/18	James O'Shaughnessy	To present the Combined Assurance Report	-	-	13/03/2018	-	-	-	-



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Challenge and Improvement			
Active/Closed	Active		
Date	Title	Lead Officer	Purpose of the report
-			
04/04/2017	C and I Annual Report 16/17	Katie Coughlan	to present the 16/17 Annual Report
	development management performance update	Oliver Fytche-Taylor	update report requested by C and I Committee , to include performance, staffing, income, local plan. <ul style="list-style-type: none"> <li>Agreed at c and i Chairs in feb brief to widen the remit of the development management performance report due in April to include no. of enforcement cases open, how long open, high medium or low priority etc and duty planner arrangements .</li> </ul>
	youth unemployment - conclusion report	James O'Shaughnessy	to summarise all of the information gained through the series of presentations and guest speakers and formulate potential recommendations for pc cttee
23/05/2017	Progress and Delivery Q4	Mark Sturgess	To present Progress and Delivery (Projects and Services)monitoring information to the end of Period 4
	Presentation by Simon Outen	Katie Coughlan	to receive a 6month verbal update on Crime across the District
	DWG Update Report to Parent Committee	Alan Robinson	To consider an update report on the work of the DWG over the previous 6 months
	health commission group - position update report	Mark Sturgess	to provide an interim position update report on the work of the group established in November 2016
	health commission - interim position report	Mark Sturgess	the report will be provide an iterim position update on the work of the Health Commission est. Nov 2016
	operating methodology	Mark Sturgess	to agree the methodology
	south west ward update report	Mark Sturgess	update report requested by c and I cttee at their meeting on 11/10/16.
Grand Total			

Progress and Delivery for 2017/18 needs to be factored into the Committee's Work Plan

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